



**MINUTES OF THE YOUNG PEOPLE'S ACADEMY (YPA) / THE SKILLS HUB  
(TSH) LOCAL GOVERNING BODY (LGB) MEETING HELD ON WEDNESDAY  
15<sup>TH</sup> MARCH 2017 at 11.00am**

Members: \* Mrs M Francis (Chair)  
 \* Ms K Everett (Vice Chair)  
 Miss L Cornwell (Headteacher)  
 Mrs I Callaby  
 Councillor P Davis  
 Ms E Horrigan  
 Mr E Lumley  
 Miss H Watson

\* Denotes absence

Also Present: Ms S Challenger – Clerk  
 Mrs B Scott – Head of Finance (Academies)  
 Miss N Stephens – Assistant Headteacher (YPA)  
 Mrs B Thomas – Assistant Headteacher (YPA)

The meeting commenced with a presentation from Miss Stephens and Ms Thomas on Assessment for Learning (AfL).

The following matters were discussed:

The Assessment for Learning strategy used across both schools focuses on four key elements: teacher modelling; marking; progress and tracking; formative and summative assessment. Key features of the strategy are:

- Effective feedback to students.
- Active involvement of students in their own learning.
- Adjusting teaching within the lesson as well as prior to it, to take account of the results of assessment.
- Involving both teacher and student in reviewing and reflecting on students' performance and progress
- Having a commitment that every student can make progress.

Senior leaders at both schools have modelled effective marking to teaching staff. A new assessment tool, Doodle, has been introduced at KS3 which allows for the breakdown of the curriculum and individual skill grading using a 1-9 difficulty rating

that tracks alongside the new GCSE grade system. At KS4, fine grading is used to ensure that students are clear on where they are and what/how they can improve. There is a grade comparison table showing vocational course grades and their equivalent old and new GCSE grades, so that all students can see what they are on track to achieve.

Cognitive Ability Tests (CATs) are completed by all students on entry, and the results used to inform each student's predicted grades.

Dedicated Improvement Reflection Time (DIRT) meetings are held each half term to allow teachers and students to reflect on what has been achieved and plan next steps for progressing the student's learning.

Miss Stephens and Mrs Thomas detailed their planned next steps for AfL:

- Teaching staff to visit other schools in order to extend understanding of assessment e.g. a group of unqualified teachers will be visiting Harlington School after the Easter break.
- Ensure that feedforward is effective.
- Extend the use of Doodle.
- Seek to moderate work with other schools in the borough.
- Give teachers their individual data along with specific action points for their students.

Regarding moderation, Mr Lumley said that YPA and TSH staff would be very welcome at Park High School and he would be in touch to facilitate this.

**Action: Mr Lumley to liaise with Miss Cornwell re. moderation visits.**

Mr Lumley asked whether Doodle 'flightpaths' would be used at KS4. Ms Thomas confirmed that they hope to extend Doodle into KS4 from 17/18.

Governors thanked Miss Stephens and Mrs Thomas for their informative presentation.

**Action: Ms Challenger to upload a copy of the presentation to the governors' portal following the meeting.**

## 1. APOLOGIES

Apologies for absence were received from Mrs Francis and Ms Everett. In the absence of both Chair and Vice Chair, Mr Lumley had indicated that he would be willing to chair the meeting on this occasion. Governors **AGREED** this proposal and Mr Lumley chaired from this point onward.

## 2. DECLARATIONS OF INTEREST

The following interests were declared and **NOTED**:

Ms Horrigan declared that she is the Head of Harlington School, which occasionally commissions places from TSH.

### 3. CONSTITUTION AND APPOINTMENTS

Governors were advised that a nomination for parent governor at YPA has been received from Tanya Oatway. Governors **RECOMMENDED** that Ms Oatway be appointed as parent governor; the appointment will be submitted for ratification by the OHCAT Board at its meeting on 17<sup>th</sup> March 2017.

Governors **NOTED** that no nominations were received for the parent governor vacancy at the Skills Hub. Mr Lumley said that many schools are currently experiencing difficulties in recruiting parent governors.

### 4. MINUTES OF LAST MEETING

Governors **RESOLVED** to agree and sign the minutes of the last meeting held on 9<sup>th</sup> November 2016.

Mr Lumley signed on behalf of Mrs Francis.

### 5. MATTERS ARISING

#### Parent governor vacancy

- i) Further to minute 4iii, governors **NOTED** item 3 (above).

#### Pupil premium

- ii) Further to minute 8iii, Miss Cornwell said she would discuss pupil premium during her Headteacher's Report.

#### Pay recommendations

- iii) Further to minute 10, governors **NOTED** that all pay recommendations made in October 2016 were enacted and staff had been notified by OHC&AT.

#### Edubase

- iv) Further to minute 13, governors **NOTED** that the national governor database is up to date with the necessary information.

Additionally, Mr Lumley drew governors' attention to upcoming school events and requested that governors attend events where possible. He will attend the art exhibition in June.

## **6. HEADTEACHER'S REPORT AND DASHBOARDS**

### **YPA**

#### **6.1 Student matters**

YPA is now oversubscribed at 68 students with a further 6 potential admissions. Miss Cornwell said her only real concern with respect to numbers was around balancing the 19 Year 11s who will be leaving this year against Year 7 referrals – currently there are only 4 solid referrals, although potential referrals are increasing. The budget for 17/18 will be set on an assumption of 65 students and Miss Cornwell said she was confident in that assumption.

Mr Lumley asked how much support parents get in seeing the benefits of a special school place for their child; Park High School has come under pressure more than once to take children with needs sufficiently complex to warrant a special school placement, and Mr Lumley suggested that parents are perhaps not adequately informed of the positives that a good special school place might bring. Miss Cornwell said there is currently huge pressure around transitions from Year 6 to Year 7, with a high level of permanent exclusions for primary pupils in the borough, which in turns puts pressure on children with SEMH needs who may then be expected to settle into a mainstream secondary placement without issue.

A further concern relating to Year 11 is the lack of appropriate destinations. Miss Cornwell said OHC&AT is working with YPA to find individual solutions, but that this does not and cannot address the central issue which is the lack of suitable post-16 provision in the local area.

Mr Lumley asked whether YPA has space to run its own post-16 provision on the current site. Miss Cornwell said she had considered options, including using another demountable classroom or running post-16 provision later in the day, but that none are ideal. Orchard Hill College may be opening a centre in Uxbridge, which might have usable space, but nothing is certain at the moment.

#### **6.2. Budget**

Mrs Scott said she would update governors during item 7.

#### **6.3 Staff and personnel**

Miss Cornwell noted the high proportion of unqualified teachers currently in post at YPA, saying that this has resulted in both increased workload for SLT in supporting those members of staff and a downward shift in typicality over the half term. SLT continues to offer support but they are working to achieve quality improvements within a short space of time. Miss Cornwell said she had confidence both in her staff and in the programme of support for new teachers, including input from governors.

Mr Davis said that in his experience, the quality of teaching staff in special schools was as much about the person as the qualification, and that it was reasonable to focus

primarily on having the right person in post. Governors reiterated their support for Miss Cornwell on this point.

#### **6.4 School improvement (action planning and self-evaluation)**

Ofsted are expected to visit YPA sometime after Easter. Miss Cornwell is working closely with John Prior, OHC&AT Executive Head, Quality & Development/Deputy CEO, on school improvement. Mr Prior's recent mock Ofsted visit highlighted several areas for development, in line with Miss Cornwell's expectations. She is confident that the school will be able to demonstrate improvement when Ofsted visit.

#### **6.5 CPD**

CPD this term will particularly focus on embedding the therapeutic approach across the school.

#### **6.6 Update on additional funding streams (Pupil Premium and Yr 7 catch up)**

Miss Cornwell apologised for the lack of Pupil Premium update, saying that she and John Prior had made some last minute amendments and that she did not wish to table the report until it is fully finalised.

**Action: Miss Cornwell to circulate the amended Pupil Premium report to governors as soon as it is available.**

#### **6.7 Health and safety**

Miss Cornwell drew governors' attention to Louise Milton's comprehensive health and safety report, saying that it is evidence of the amount of work that has gone into both school sites. With the free school build on the horizon, there is a delicate balance between maintaining the current premises and not over-investing in buildings that may only have a limited shelf life remaining. Miss Cornwell said she is keenly aware of the need to ensure that students feel valued, and the part that well maintained learning facilities have to play in this.

Premises and facilities work has largely come in on budget and Miss Cornwell continues to work closely with Mrs Scott to ensure that spending offers value for money.

#### **6.8 Compliments and complaints**

Governors **NOTED** the excellent feedback on YPA and its students from Peter Lauener, CEO of the Education Funding Agency, and congratulated Miss Cornwell on such a successful visit. Miss Cornwell said she was very proud to see students demonstrating pride in their school and volunteering to show visitors around.

## 6.9 School events

In addition to those detailed on the report, governors **NOTED** that there will be a coffee morning at YPA on 23<sup>rd</sup> March.

Governors **RECEIVED** the YPA Headteacher's report.

## The Skills Hub

### 6.10 Student matters

Current student numbers are the highest they've been in the 6 years since Miss Cornwell has been Headteacher. On average, 3 students per month are being reintegrated back into mainstream; however, it is crucial to be confident in the success of the placement and staff do not push reintegration before a student is ready.

Year 11 students are again taking a mix of GCSEs and vocational qualifications this year. Miss Cornwell reported that destinations are not as strong as they have been in past years, with fewer students having a secure 6<sup>th</sup> form placement to move on to, and said that this reflects the complexity of need and the level of previous disruption to education among current TSH students.

Governors were pleased to note the success of the cohort entered for iGCSE English.

### 6.11 Budget

Again, Mrs Scott said she would update governors during item 7.

### 6.12 Staff and personnel

The Skills Hub is now fully staffed, with 4 posts yet to be substantive. The School Business Manager has decided to move on, following the substantial change in the role brought about by academy conversion, and Miss Cornwell is now advertising for a PA. Governors agreed that this was a positive step forward. Mr Lumley and Ms Horrigan were enthusiastic about the benefits of good PA support to a Headteacher and offered support to Miss Cornwell around exploring effective ways of working with the PA once appointed.

### 6.13 School improvement (action planning and self-evaluation)

Miss Cornwell discussed the ongoing cultural shift involved in embedding restorative and reflective practice within the school. The SLT is working on a common thread of reflection which mirrors the principles used in Assessment for Learning (*where are we now – what is working – how do we move forward*), so that the whole school is working from the same page.

Ofsted are expected to visit sometime in 17/18. John Prior will continue to work closely with Miss Cornwell in the meantime, including a mock Ofsted in the summer term.

## 6.14 CPD

CPD this term will particularly focus on mental health and wellbeing.

## 6.15 Update on additional funding streams (Pupil Premium and Yr 7 catch up)

Governors **NOTED** that funding has been secured from Hillingdon Community Trust to deliver motor vehicle and bicycle activities as an evening provision for young people at risk of social, family and economic exclusion. Miss Cornwell thanked Ms Challenger and Stephanie Hill for their help with the bidding process. The provision will be delivered over 10-12 weeks, beginning in March 2017.

## 6.16 Health and safety

Miss Cornwell referred governors to her previous comments regarding Louise Milton's health and safety report and the need to balance site maintenance against the avoidance of overinvestment. Governors **AGREED** that this approach is prudent.

## 6.17 Compliments and complaints

Miss Cornwell drew governors' attention to an email from a local mainstream school regarding a student who has recently joined from TSH. Reintegration can be difficult even with the 12 week trial period, so she was delighted to receive such positive feedback about the student and very proud that all his hard work was reflected in his new placement.

Mrs Callaby said staff are working with the reintegration officer to ensure that students are well prepared and to identify potential stress areas before they become problematic e.g. making sure students understand fire safety procedures and other unexpected situations that may arise at the new school. The more pressures that are identified beforehand, the more likely a student is to be able to reintegrate successfully.

Governors **RECEIVED** the TSH Headteacher's report.

## 6.18 Dashboards

### YPA

Miss Cornwell said that there continues to be very low incidence of physical intervention at YPA. There are no fixed term exclusions, in line with school policy.

Attendance data is quite positive, given the nature of the cohort, and reflects the hard work being done by staff to support good attendance.

Staff typicality reflects the recent recruitment of new staff as detailed above. Miss Cornwell said that grade 3s may encompass those at borderline 3a/2c.

There was discussion of sick leave reporting. Governors said it would be helpful if the dashboard differentiated between short and long term sick, and Miss Cornwell said that John Prior has flagged this to MIS. Ms Horrigan asked whether staff covering for those on sick leave notice an impact on their own health and wellbeing. Miss Cornwell said that although this is not reflected in the data, she felt it was likely to impact in some way. Staff wellbeing is a continuing priority across both schools, given the stresses associated with the nature of the work, with initiatives including staff support groups and 1:1s with the clinical psychologist. Building staff trust in the reflective and restorative approach takes time. Miss Watson noted that the sickness absence figures cover all staff, not just teaching staff.

## TSH

Again, in line with school policy, there are no fixed term exclusions, and incidence of physical intervention continues to be very low.

Attendance data is again quite positive, given the nature of the cohort, and reflects a great deal of hard work being done to support good attendance. Mrs Callaby said there are often delays between a permanently excluded child going on roll at TSH and the student actually starting to attend, which inevitably creates a record of non-attendance.

Typicality is good but Miss Cornwell assured governors that staff are not resting on their laurels – work is ongoing to ensure continued good or outstanding teaching.

Regarding sick leave, Miss Cornwell confirmed that she had regrettably had to dismiss a member of staff who is not well enough to return from long term sick leave; however, she was pleased that their application to the TPS for ill health retirement has been granted.

Mr Lumley thanked Miss Cornwell for her reports and the dashboard data, and said that both schools look to be in a healthy position overall.

## **7. PORTFOLIO GOVERNOR VISITS**

Governors chose to discuss the portfolio visit reports as a group.

Ethos, Vision and Strategy/Teaching and Learning: Ms Horrigan said there is a strong positive ethos across both schools. She praised Miss Cornwell for her unflagging energy and commitment to the students and said she hopes the recruitment of a PA will help Miss Cornwell to realise her vision. Ms Horrigan also noted the ongoing support from OHC&AT.

Governors **NOTED** that Miss Cornwell runs most of the portfolio visits herself, and suggested that some could be delegated as a staff development opportunity.

**Action: Ms Cornwell to organise delegation schedule for portfolio visits from next term onwards.**

Health and Safety, Child Protection and Safeguarding: Mr Lumley reported that every visit has been positive, every procedure has been thorough and appropriate e.g. reception staff challenging visitors without ID. He noted that Michele Lentes has grown in confidence within her role at YPA. School information is robust, including information given to parents/carers, and great sensitivity is shown when handling difficult subjects such as domestic abuse that may disproportionately affect YPA and TSH students.

Finance and Resources: Cllr Davis noted that the YPA shortfall has mostly been recovered since the time of his report, and praised Miss Cornwell and Mrs Scott for their tight control of the budget.

HR and Organisational Development: governors agreed that Ms Everett's reports were very positive and thorough.

Marketing and Business Development: Miss Watson said that working with Mr Chambers as well as Miss Cornwell had been fruitful, and noted that Debbie Capon (OHC&AT Family Support Co-Ordinator) will be delivering parent workshops at the target setting day in April.

The memorial day went very well. Miss Watson and Miss Cornwell both praised the students for their sensitivity. Governors asked about the serious case review; Miss Cornwell said that the process had been very informative and, while there were no recommendations for YPA, there were things the school would do differently in future as a result of the SCR. The inquest recorded a verdict of misadventure and it had been helpful to share that with staff.

Governors **RECEIVED** the portfolio visit reports.

## **Finance & Funding**

Mrs Scott gave a brief overview of the management accounts: overall, both schools are in a healthy position financially and Miss Cornwell continues to run them efficiently in all respects. Both schools have a good cash balance. TSH is in deficit but Mrs Scott said she expected the high numbers on roll to balance this out.

Governors congratulated Miss Cornwell and Mrs Scott on maintaining a healthy financial outlook.

## **8. OHC&AT POLICIES AND PROCEDURES**

- i) Governors **NOTED** the listed policies and procedures that were approved by the OHC&AT Board on 9<sup>th</sup> December 2016.
- ii) Governors **NOTED** that the Pupil Premium reports will follow as soon as they are finalised.

Governors **RECEIVED** the Assessment for Learning Policy.

Regarding the Physical Intervention Policy, Miss Cornwell reiterated that both schools take the view that physical intervention must always be proportionate, necessary and reasonable. She acknowledged the help given by their Team Teach trainer in writing the Physical Intervention Policy. Mr Lumley asked whether the terminology on page 4 is specific to Team Teach. Miss Cornwell confirmed that staff must record any physical intervention in this specific way so that it can be reviewed for propriety after the fact.

Governors **RECEIVED** the Physical Intervention Policy.

**9. OHC&AT GOVERNANCE DOCUMENTATION**

Governors **NOTED** the listed documentation that was approved by the OHC&AT Board on 9<sup>th</sup> December 2016.

**10. DATES OF NEXT MEETINGS**

The following dates were confirmed:

- Wednesday 14<sup>th</sup> June 2017 at 11.00am to 1.00pm
- Wednesday 8<sup>th</sup> November 2017 at 11.00am to 1.00pm
- Wednesday 14<sup>th</sup> March 2018 at 11.00am to 1.00pm

**11. ANY OTHER BUSINESS**

Miss Cornwell gave a brief overview of the current plans for the new build, including draft plans from the Education Funding Agency, proposed layout and student capacity. She hopes to have the Technical Town on the current Youth Skills Development Trust site, but said there are some issues around the site – OHC&AT are supporting in discussions with the LA. As a last resort, the 6<sup>th</sup> form could be built on the YPA site but she would like to avoid that if at all possible.

Governors congratulated Miss Cornwell and her team on the progress to date. Mr Lumley said he particularly agreed with the decision to avoid temporary accommodation as far as possible, as this can be very unsettling for students. Miss Cornwell agreed, saying that the students will be able to watch the school grow as it is built and this will help to generate a sense of ownership and investment.

**12. CONFIDENTIALITY**

None.

The meeting closed at 12.42pm.

CHAIR-----

DATE-----